

Notes for October 7 Discussion with Study Steering Group

General panel reaction

Agreed with most recommendations staff made, selected options from among those offered.

Want report to be direct. Don't make any recommendations for "further study."

Impressed with information, which is a good reflection on the materials the agencies give NAPA.

Compensation

Amazed at the breadth of differences in the systems, especially given the apparent lack of deliberate effort to be so different from one another. In general, panel believes agencies should have same authorities; how they choose to implement them is up to them.

Short-term compensation consistency through increased coordination within the IC.

Under SPMG auspices, design new compensation system, the parameters of which can be applied to all IC agencies. Should ensure equal pay for equal work, and provide discretion for special rates, locational pay, etc.

Foreign Service allowances should be benchmark for other agencies' allowances.

Dual Compensation exemptions would be only for unique few whose experience is not replaceable. (?Military agencies only?)

CIA Proposal for Flexible Benefits

CIA should proceed, with OPM having the opportunity to use CIA's experiences as a demonstration for the civil service workforce (NAPA to recommend some framework for OPM involvement, largely so OPM won't slow CIA down by, for example, taking two years to design evaluation parameters.)

Panel will go on record as not recommending leave selling. It is not script, but is a means to improve individual and organizational health.

NSA Pay and Bonus Proposal

NSA should no longer have its pay system "related to" the General Schedule.

Confidentiality ?????

Bonus authority for recruitment, performance and relocation. Not for retention (too much an element of blackmail).

Creating a Diverse Workforce

Panel's opinion was much stronger than that the staff had presented in the papers. Panel believes agencies should be admonished for not doing nearly as much as they could during growth periods. Will only get tougher from now on.

Specific recommendations are:

Agency heads and top managers are the leaders, and cannot assume that EEO staff will handle recruiting. Agency heads set the tone and must demonstrate their commitment.

Endorse Stokes proposal, and extend it to FBI and DIA.

SPMG monitor progress in recruiting and retention

Agencies share information on recruiting techniques that work.

Removal/Risk Assessment/Staff Reductions

These subjects will be worked into the final report in several places, and won't appear as a separate section.

Removal: Don't believe any authorities need to be expanded. Do believe agencies should share information on risk assessments.

Staff Reduction: Agency heads should have the authority to grant early, optional retirement to avoid RIFs or other involuntary means to reduce staff size. When forced to terminate good staff, agencies should share information with one another, so good candidates may be picked up elsewhere.

Outplacement: Agencies who don't have such programs should create them, and NAPA suggests CIA and State programs as models.

Security

After reviewing matrix, panel found it did not want to do any more work or expand its recommendations beyond those of the second interim report.

Organizational Alternatives

Panel's philosophy is that the Intelligence Community needs a framework for addressing human resource management issues such that they consider the impact of proposed changes on one another, yet they don't get caught in a rigid set of regulations. The approach needs to be one that permits accountability within their organizations and to Congress, but does not foster congressional micromanagement.

The panel selected the option that the SPMG consider all personnel issues which would affect two or more IC agencies. The SPMG would establish criteria for the kinds of issues it would consider and would be supported by a small staff in the ICS.